



Manzengwenya Community Tourism Project Consultants on site, with LED Official and project beneficiaries sharing the experience of Sibaya Lake in Ward 5

THE TECHNICAL DEPARTMENT REPORT 2007 / 08

Introduction And Purpose

The purpose of this report is to highlight the progress to date on the infrastructure projects on 2007 /08 financial year being funded by MIG and project consolidate.

There has been many interesting development in the municipality this year, and one of the major developments was the establishment of the Technical Department and employment of the technical Director Miss Ndovela. The department remains the smallest department within the municipality with only 4 people including the Director but it has the biggest heart in that it operates on a budget that exceeds R15 million and is accountable 2 portfolio committees the land and planning portfolio committee and the infrastructure committee.

The director believes that the stability of the department will be evident at the end of the next financial year, because although this department was not operational some of its functions such as the provision of infrastructure were applicable, this resulted in a huge technical backlog and technical defects there , the backlog is huge in terms of expected expenditures, however the good news is , Umhlabuyalingana will be seen implementing major long term benefiting projects such as the roads, the township establishment, the community halls, the traffic department, the council chamber the extension of the offices including sale of land

Project Consolidate

1. Khiphimbazo phase 1 water scheme for a amount of R3,0 million. This project was successfully completed in 2007 /08 and 2944 households benefited in ward 5. The project was done by Teratattest incorporated as project managers and Northern Natal as contractors.
2. Engozini Gravel Road for an amount of R2 795 million.

The project was successfully completed in 2007 / 08 and 2970 households benefited. The project was done by Idwala Project Managers and Jumbo construction.

MIG Projects

In 2007 / 2008 financial year the MIG allocation was for the council Chamber, which is still I progress.

The following projects are in the implementation stage, some in the design stage and some in the tender stage

1. The council chamber and extension of offices (construction expected to commence January 2009, very very early around the 2nd and or the 3rd of January 2009)
2. The traffic department (construction expected to commence January 2009 , very , very, early around the 2nd and or the 3rd of January 2009.)
3. The Mbazwana roads (construction expected to commence January 2009, very, very, early around the 2nd and or the 3rd of January 2009.
4. The Manguzi roads (construction expected to commence January 2009, very, very early around the 2nd and or the 3rd of January 2009)
5. The Khiphimbazo phase 2 water project, will be completed before Christmas.

The department is currently busy with the development of the business plan for the projects that will be implemented as early as April 2009,

- The Masibambisane community market ward 10
- Mhlakwe community hall ward 3
- Mphakathini community hall ward 7
- Rehabilitation of part of Njini road (2km) ward 5
- Bhekabantu community hall ward 9
- Road from Thandizwe to Pikinini Nyamazane ward 12

All these projects are big projects that amounts to R13 million, say at 2 million per project

PROMOTIONS ! PROMOTIONS ! PROMOTIONS ! Nokuphila has just been promoted as the IDP / PMU manager, we say well done Mrs Mthembu ! (PMU.... Project management unit)

THE TECHNICAL DEPARTMENTS MOTTO “MAN’S INTEGRITY IS MEASURED ON MAN’S ABILITY TO RISE UP AFTER A FALL, GREATMEN AND WOMEN DO NOT COMPROMISE INTEGRITY BECAUSE THEY ARE NOT AFRAID TO FALL YET ONCE AGAIN “

REPORT BY THE MUNICIPAL MANAGER

ANNUAL PERFORMANCE ASSESSMENT

1. INTRODUCTION

Performance Management System is not only a measurement tool but a management tool, to improve performance in the organization. Performance is not improved by awarding bonuses to good performers and penalising the others, but by continuously monitoring progress throughout the year.

The time has come for us to conduct the annual assessment as a collection and assessment of all the work done during the year.

2. STRATEGIC INTENT

At the beginning of the year, we set out to look at a long-term vision of the Municipality through Vision 2020. Under each key performance area long term objectives have been set, which emanated to the current year outputs linked to the long-term objectives.

It is critical for us to understand that for all targets met during the period under review we are a step closer to delivering on our long-term objectives and visor-verso.

3. CHALLENGES

Like in any other battle, we face different challenges in our battle to break the chains of poverty. Central to the challenges is what is considered to be the crux of economics, having limited means to fulfil unlimited needs.

3.1. Financial

The Municipality has no revenue based and relies fully on government grants, mainly the equitable share, for survival. Unfortunately when the Municipality was demarcated it was left with an area with little chance in the foreseeable future to ever have own generated revenue.

To add to these problems, the National Treasury reduced the equitable share allocations for the 2007/08 financial year by R 5 million, whilst at the same time councillor salaries had been increased by approximately R 5 million. This set back the available resources by almost R 10 million.

The implications of this manifested in a most hideous manner through cash flow problems in the Municipality. For the best part of the second quarter, we had to halt some programs as a result of financial constrains. It shall also be noted that the Cash Flow projections were done, but the change of the government transfers; from four to three instalments a year deepened the crisis.

Even though we faced these problems the storm is now over. The biggest challenge going forward is to implement stringent and prudent financial management controls to avoid ever going through the same cycle again.

3.2. Human Capacity Constrains

Staff turnover and vacancy of key positions has been highly crippling the progress towards achieving the set objectives. The high vacancy rate can be classified into three sections;

- Leaving of key technicians/specialist
- Vacancy of Senior Posts including ONE Head of Departments
- Vacancy of technical posts within the Technical department

This vacancy rate directly impacts on the ability of the management team to effectively perform their duties. This however is a dilemma since the Municipality is also faced with some serious financial limitations.

We therefore have a task of seriously reviewing our approach in terms of service delivery mechanisms. Wherever specific functions can be

performed externally in a more efficient manner, it should be highly considered to improve performance

DEPARTMENTAL VACANCY SCHEDULES

DEPARTMENT	TOTAL POSTS	VACANT POSTS	VACANCY RATE	COMMENTS
Office of the MM	4	1	25%	
Financial Services	11	6	55%	The senior accountant is leaving end of February
Corporate Services	15	2	13%	The HOD has just been appointed beginning of March
Community Services	16	5	31%	The Department has no Technicians/specialists in place
LED Services	7	3	43%	Tourism & Enterprise Development Off left during the year and is crucial
Technical Services	9	6	70%	The Department has no Head of Department and Technicians in place

3.3. Performance Management Systems

Emanating from some of the issues raised above we have not implemented the Performance Management as promptly as we ought to. We however have covered a lot of ground, putting ourselves ahead of most municipalities with the same grading as ours.

We have been able to do the following;

- Develop PMS policy framework
- Develop a policy framework for cascading down PMS
- Develop an organizational scorecard
- Develop scorecards for all Head of Departments,
- Establishment of the Performance Assessment Committee

Another challenge was the sitting of the Performance Assessment Committee. The dates were regularly postponed and it was difficult to find proper dates for different members. This may be countered during the next financial year by having an annual schedule of meetings that shall be adhered to.

We have however not been able to meet some of the expectations we have put for ourselves;

- Conduct the 1st quarterly review
- Conduct the 2nd quarterly review and
- Conduct the 3rd quarterly review

The biggest failure that we have to acknowledge however is our failure to put the PMS at the centre of our day-to-day running of the Municipality. It is my belief that if we could embrace it and diligently use it to guide our meetings from the Management Committee Meetings to different council structures meetings; we would hugely improve our performance.

4. KEY INTERVENTIONS AND RECOMMENDATIONS

As indicated above this exercise is aimed at improving the performance of the Municipality, herewith are my recommended interventions to be implemented as a matter of urgency.

4.1. Financial Constraints

To address issues raised we have tabled the half yearly adjustment budget. Further to this a more cautious and prudent attitude towards financial management must be adopted.

To bring long-term relief to this challenge both council and management have to come to a consensus program aimed at stabilising the financial position of the Municipality. This calls for some compromises to be made and thorough consideration to be given when budgeting period comes.

More importantly however is for the Chief Financial Officer to view the Cash Flow projections more seriously and provide more diligent projections

in future. These must accompany the budget and the Chief Financial Officer must give adequate explanations for the assumptions made thereto.

4.2. *Human Capacity Constrains*

As a matter of urgency the HOD vacancies shall be filled before the beginning of the last quarter. The HR section of the Corporate Services shall provide the placement schedule with clear deadlines for each budgeted position.

4.3. *Performance Management System*

We need to put the PMS as a central management tool. This will be done through the following;

- *Inclusion of the PMS Scorecards and progress thereto in all MANCO meetings,*
- *Inclusion of the PMS Scorecards and progress thereto in all EXCO meetings as a standing item*
- *Inclusion of the Departmental PMS Scorecards and progress thereto in all respective Portfolio Committee meetings as a standing item*
- *Inclusion of the PMS Scorecards and progress thereto in all Council meetings as a standing item*

Simply put no formal meeting within the Municipality, at all levels, shall take place with no relevant PMS Scorecard in place.

If this were to be done, if performance would not improve, at least everyone in the Municipality would know so at the right time, when something can still be done to rescue the situation, rather than looking at it at the end of the financial year.

5. WORD OF APPRECIATION